OUTLINE FOR A CONTINUING SPS-PD^2 TRAINING PLAN

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Background:

The Department of Defense (DoD) Standard Procurement System (SPS) is being implemented in an incremental manner. The military services are using a software product called Procurement Desktop Defense (PD$^{2)}$ that is being tested and installed incrementally as different versions with slightly different capabilities are developed. Each new version is designed to correct problems and/or add enhancements to the previous version. The administrative structure for controlling the installation, testing, and operation of this system throughout the Department of the Navy is through a Program Management Office (PMO), a Component Management Office (CMO), claimant offices within the services, and management at each site.

The functional processes are closely administered to ensure standardization among multiple users and multiple sites. Each user is licensed and each site has specific requirements to become approved at Initial Operational Capability (IOC). Additional procedural requirements must then be fulfilled and approved for the sites to reach Full Operational Capability (FOC). One of the requirements for becoming approved as FOC is to have a continuing ("24 month") training plan in place to support the successful implementation of SPS-PD^2 and to ensure continued operation in a standardized manner.

Initial training, provided by the software supplier, is temporary and must be replaced with continuing (permanent) training. Each claimant/site is required to have a continuing training plan in place to become FOC. The following outline/guide is for the personnel using the SPS system, rather than for the professional trainers within the site's own "Training Department" (the organizational entity providing all other training for the site's personnel). This guide will assist in developing the required technical training plan that must also be consistent with the site's own training department, the policies of the DoD, PMO, CMO, claimant, the software vendor, and kept current with the SPS system technology.

Each site must have one person responsible for all aspects of SPS-PD^2 technical training. This includes, but is not limited to, planning and needs analysis, materials gathering and retention, coordination, scheduling, and presentation.

SPS-PD^2 Training Plan for (*Name of Site*)

Purpose:

The purpose of the training plan is to:

- Ensure that the SPS- PD^2 system users have adequate training to access or interface with the system to perform their assigned functions
- Ensure that technical reference materials are available and maintained current to support specific needs
- Ensure that training is current with system technology
- Ensure that training is at a level that will enable users to incorporate system changes, when supplied, without degrading functionality due to a lack of trained personnel
- Assist management in selecting/assigning a trainer charged with the responsibility for managing/administering the SPS training

Scope:

Each site is to appoint one functional SPS system user as the SPS trainer. This individual is to be responsible for planning, coordinating, and administering the site's necessary technical training. The training methodology may be informal, formal, self-study, on-the-job, or a combination thereof, but must be current with the system technology.

Each user, system technician, and system administrator is to be trained to perform effectively. The assigned SPS trainer will be the de-facto "Help Desk" in supplying immediate assistance as well as making additional training available when and where needed. This training is provided in addition to any training routinely provided by the site's regular training department.

Assumptions:

This training plan is based on the following assumptions:

- Training objectives and activities must be directly linked to the user's role and responsibilities
- (*Site Name*)'s "Training Department" retains responsibility for identifying the learning experiences needed for maintaining or expanding user competencies and developing their Individual Development Plans (IDPs)
- Training within the SPS project will be ongoing and work-related, taking place on-the-job as well as in the training classroom and will include seminars, meetings, computer aided training, technical bulletins, technical manuals, and other releases from contractors/vendors
- Employees will have the basic required skills and abilities of the acquisition process as well as basic computer skills prior to beginning SPS training
- Training is only one of *many* interventions that must be applied and reinforced to ensure effective operation of SPS within each site.

Trainer Responsibilities:

(*Site Name*) appoints (*Trainer Name*) as the assigned SPS trainer serving as the single point-of-contact (POC) for SPS-PD^2 technical training. The trainer must:

- Stay current with the operational versions and planned system upgrades
- Coordinate training with the (*Site Name*) Training Department", other sites, and (*Site's Parent Claimant*)
- Ensure that users understand how to effectively operate the system, apply the tools, and understand how the system actually works in relationship to their assigned tasks
- Develop and administer training for new employees, experienced employees, and management personnel
- Ensure that necessary test or training databases are maintained

Approach:

This approach to training includes assessing needs, collecting materials, selecting appropriate methods and instructors, maintaining records, and evaluating the results. This outline recognizes a variety of formal and informal delivery methods and learning opportunities. The learning activities will be scheduled and delivered to coincide with the needs of the users, management, and SPS project administration. Scheduling will be based upon a site's specific requirements, the individuals' responsibilities, and the availability of both trainees and resources. Training must be scheduled to occur prior to a critical need or a potentially serious system degradation due to lack of training. Training will also address new tools and how to use them, and will be designed to help both new and experienced users acquire, perfect, and effectively utilize new skills. The (**site name)** trainer will:

Determine Needs:

- Identify how the PD^2 processes fit into the overall acquisition function
- Focus on what the users need to do their job
- Continually evaluate the need for SPS technical training
- Determine needs by analyzing the source of problems, trouble reports, system delays or failures
- Discuss needs with the project staff, vendors, functional experts, technical experts, and consultants
- Coordinate needs with the Navy CMO, PMO, claimant SPS trainer, and other users

Plan and Assemble Materials:
- Identify, obtain, assemble, collect, and record, related training materials such as SPS documentation, procedural manuals, users' guides, technical bulletins, problems encountered, and resultant solutions
- Coordinate the scheduling of database conversions, system upgrades, and system enhancements
- Prepare users to "workaround" system functional problems
- Define resultant products

- Develop, coordinate, arrange for, and schedule training activities and events
- Record benefits from lessons learned
- Administer a library of all training materials
- Develop and maintain standardized functions

Present Training:

- Provide training to keep users abreast of new processes, modified or upgraded software, and other system requirements
- Organize and/or participate in users' groups as much as possible
- Use the experiences of available expertise and users from other sites to the best advantage
- Present training by using:
  - Internal developers and instructors for SPS training
  - External developers and instructors for generic training
  - On-site staff, with special technical expertise, for key topics
  - Vendor representatives for initial vendor software or system upgrades
  - External consultants for guidance and advice on "best practices"

Maintain Training Records:

- Develop and retain records of training taken by each individual
- Track attendance and project training requirements for each person using SPS

Budget:

The costs of training will vary widely from site to site due to the number of persons involved, the amount of outputs, the size and complexity of contracts, personnel abilities, responsibilities, etc. The trainer will participate in budget formulation to ensure an adequate amount is estimated to cover foreseeable SPS training plus an amount for contingencies. If major revisions to the systems/software are made, the vendor may be responsible for providing the training, but the trainer will budget for potential facility or travel expenses. This may also occur if the claimant provides training to several or all sites. There are formulas that will assist in estimating cost by estimating the number of hours, multiplied by cost per hour, plus travel if applicable. Costs for " experts" will vary and will have to be calculated on an occurrence basis.

The trainer will track and monitor costs such as:
- Materials
- Travel
- Logistics details
- Providing space availability
- Providing hardware availability
- Installing workstation software

Effectiveness Assessments:

Technical training must be pertinent, timely, convenient, interesting, and focused upon satisfying specific needs. Evaluating the effectiveness and application of training is a critical function that must go beyond one lesson to assess. The trainer must determine whether training concepts and skills are being applied, whether they contribute to the achievement of the organization's objectives, and whether the trainees feel the training is beneficial.

A few assessment methods are:

- Evaluating immediate feedback from written course evaluations, administered at the conclusion of the training session, to capture the participants' reaction to lesson content, time allowed, and delivery

- Conducting small group exercises and system demonstrations to observe the participants understanding, retention, and skill acquisition

- Evaluating how knowledge is applied by conducting focus group sessions, learning forums, and observations in the workplace to determine how effective the student transfers concepts and learning to the work environment

- Establishing pre and post performance measures to indicate movement towards objectives

Plan Updates/Revisions:

At a minimum, this plan will be reviewed annually to ensure that the necessary technical training is accomplished, to make any changes, and that the SPS Trainer assignment is current.